

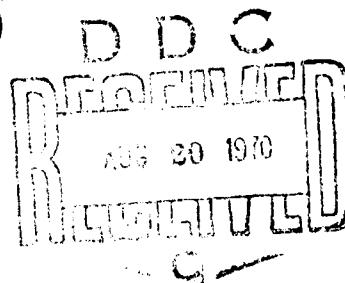
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PROCEEDINGS
of the
Thirteenth
Annual



MILITARY LIBRARIANS
WORKSHOP

held at



THE NAVAL WAR COLLEGE
Newport, Rhode Island

29 September - 1 October 1969

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PROCEEDINGS

13th MILITARY LIBRARIANS WORKSHOP
29 September-1 October 1969

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THE SECRETARY OF DEFENSE
WASHINGTON

29 September 1969

TO THE MEMBERS OF THE 13TH MILITARY LIBRARIANS' WORKSHOP

On this occasion, I would like to express my sincere appreciation for the effective contribution that you are making to the daily work of the Department of Defense. Your dedication to excellence of service is facilitating the tasks of civilian and military personnel alike -- at national headquarters as well as in the field both at home and abroad.

This workshop provides another opportunity for the exchange of information and ideas that should enhance your professional skills and enable you to serve our armed forces still more competently.

I extend my best wishes for a most successful meeting.



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Wednesday, 1 October

Closing Session Sims Hall Auditorium 10 A.M.
Speakers:

Robert W. Severance, Chairman, Long Range Planning
Committee

Paul Howard, Executive Secretary, Federal Library
Committee

Luncheon Officers' Club 12:15 P.M.-1:45 P.M.

MILITARY LIBRARIANS WORKSHOP

GROUP DISCUSSIONS



TOPICS PROPOSED FOR GROUP DISCUSSIONS

The Administration of Military Libraries

Manpower requirements--recruitment and selection
Personnel supervision
Position descriptions
Public relations
Space requirements
Statistics

Cooperation among Military Libraries

Cooperative indexing and cataloging
Exchange of information on new techniques
Exchange of publications
Federal information analysis centers
Interlibrary loan
Standardized position descriptions
Union lists of publications and serials

External Factors Affecting Military Libraries

- Federal Library Committee
- Labor unions
- National Library Commission
- Professional associations
- Services to the community
- TISA

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GROUP I: COMMAND AND STAFF LIBRARIES

Ada E. Schwartz, Discussion Leader

Introductory Remarks

We are here as a workshop group to consider three comprehensive questions: (1) the administration of military libraries, (2) cooperation among military libraries, and (3) external factors affecting military libraries.

In determining how to discuss the three topics, several approaches might be taken, but the present importance of cooperation sets it as a predominant theme, with the other topics to be included as elements of this main topic. We hope to cover specific questions and problems with a positive approach to the subject of cooperation. Mr. Orin F. Nolting prepared a list of barriers to effective cooperation among libraries as background for a meeting sponsored by six divisions of the American Library Association at Atlantic City (attachment 1).

Let us compile a list of the major barriers to cooperation among military librarians. The outcome of our discussions and recommendations will be determined by us as individuals as we return to work with our own top management and the librarians within our programs.

Problems

Through group participation, the following list of barriers was developed.

1. Lack of knowledge (of resources available: i.e., talents, interests, missions, etc.)
2. Psychological barriers (fear of loss of autonomy)
3. Physical (geographical) separation
4. Lack of resource information (directories, rosters, etc.)
5. Lack of prime movers (people not in position to get administrative support and the difficulties inherent in military command channels)
6. Excessive and complex channels

7. Communication barriers (modern methods of communication facilities needed)
8. Need for networks or clearing house service (command reference centers)
9. Security question (access to classified documents)

Discussion

1. Psychological barriers exist not only among librarians but throughout the government. The agency, the organization, all levels of administrators and users demonstrate various provincialisms and psychological restraints. (Many plans and programs are begun without the knowledge of the capabilities of the agency's library.)

2. Resource cooperation demands certain requirements:
 - a. Participants must gain in proportion to input.
 - b. Stability of resource is essential.
 - c. No library must be reduced in service; results of cooperation must be positive.
 - d. Projects must be "budgetable."
 - e. Every library must be involved at all times.

Comments: "The list seems anti-democratic, an approach to overall good rather than individual good."

"The prime mover must have the confidence of all participants; no empire building should be sensed. There must be checks on authority. No one should be able to require anyone to do anything."

"Exchange cannot be on a one-for-one basis."

3. In the military there is no top management of information resources to see the service as one large entity with an overall view, i.e., what are the total DOD library needs? An example of this can be seen in the Federal Library Committee's program to gather statistics. A feeling was evident that they had nothing in common. However, as the program progressed, there was greater realization of comparability. A library philosophy and a library universe for the whole program is developing. With this there is an evident need for policy directives, listings, and similar measures.

4. In the belief that we shall have to give up a little freedom to gain larger freedoms, there is a need for a grass-roots-level movement toward cooperative programs.

5. If workers are sold on the program, even a poor program can be made to work and vice versa. (Overt action is not even necessary to sabotage a program.)

6. "Coordination" seems preferable to "cooperation" among libraries of the DOD. The Canadian representative in the discussion group at this point brought up a difficulty of promoting "coordinated libraries" vs. "chief librarians" status. Cooperation might be preferred by librarians fearing "loss of empire."

7. Timing is important in any "cooperative" or "coordinated" movement. The present time is appropriate because of impending changes incident to the number of retirements soon to take place in the various DOD libraries.

8. Rising costs in operation will force a reduction of empires. It is still possible to allow individual libraries to "do their own thing." Permit greater individual specialization through cooperating in functions and services. One can reduce routine processes to permit greater assistance to the patrons.

9. In the use of MARC tapes, some agency should set up a system to serve all. Who will perform this service? Expensive systems ought to be coordinated, not purchased by many separate groups. There is too much overlapping in many union lists, too much duplication of effort and manpower.

10. There are examples of cooperation already in existence to use as guides:

- a. Union lists within geographical areas (military libraries join with university and public libraries).
- b. Army/Air Force joint interlibrary loan regulation in Pacific area.
- c. Air University's cooperative indexing of military periodicals.
- d. Catalog of reference books in 3rd Army general libraries is placed in academic and technical libraries, with resulting wide usage of general collections.

e. Alaska State Library plans to survey total library resources of the area, including military, college, and university, and local libraries with a consolidated periodical holdings list, as a first step in cooperative effort. With support from military commanders, this is developing from the grass-roots level.

11. Cooperation is a two-way street--each library must give something in return for services extended. There is also need to sell the idea that areas of responsibility, once assumed, will be maintained in the future. Directed responsibilities include all of the DOD, but when funds are cut, the resources are insufficient to implement the intention.

12. At the present time, interlibrary loan seems to be the universal cooperative program actively in operation. (A mandatory GSA interlibrary loan form with a DD Form number will soon be on the schedule.)

The group summarized problem areas as: (1) the lack of knowledge on the part of librarians and on the part of the military management of how expensive separated, uncoordinated library service is; (2) the psychological barriers among librarians; and (3) the lack of prime movers who are trusted. The group then tried to determine the positive actions that we as individuals could take now. What specific things were we willing or able to do?

With this subject for thought, the group adjourned to meet the following morning.

As we reassembled, it was evident that at least our own group had a vital need for the immediate lowering of one barrier--that of the lack of knowledge concerning each of the departments in the DOD. Librarians of each branch of the service needed to know more about the organization, functions, operational units, and interrelationships of libraries in the services before we could develop cooperative procedures.

The summary of Air Force organization was given by Mr. Robert Severance of the Air University. The Air Force has a functional organization, divided first into major commands or separate operating agencies according to function performed. The Air Force library program has a staff office in USAF Headquarters for all Air Force libraries except hospital and medical libraries. Present Director of the Air Force library program, John Cook, falls within DCS/Personnel. (Mr. John Cook was unable to be present at the Workshop.) Large commands have a Command Librarian, comparable to the "Staff Librarian" position in the Army. Libraries operate in accordance with

AFR 212-1 and AFR 212-3, with semiannual reports submitted by each numbered library through the command library office, where consolidated command reports are added before transmittal to Mr. Cook. Within the Air Force the two commands having most of the technical libraries are OAR, sponsoring basic research, and AFSC, developing and testing new aerospace systems. In these commands the Scientific and Technical Information Program operates under AFR 80-40 to 80-45 (regulations in process of revision). There is a centralized budgeting and procurement procedure for Air Force libraries.

Mr. Gerald Coble of the Bureau of Naval Personnel summarized the Navy organization. The basic structure is (1) the Fleet Commands, with District Commandants, these encompassing the operating forces--no civilians; (2) the Service Commands such as the Bureau of Naval Personnel, Naval Electronic Systems Command, and Naval Supply Systems; and (3) the Marine Corps. The Navy library program is a service program which cuts across all commands and furnishes the technical guidance for the total program. District Commandants are responsible for the facilities, buildings, Naval Reserve, and similar matters. Some have librarians; some do not. At Chief of Naval Operations level there is a coordinator of technical libraries. There is one head for the general libraries. School, training, and academic libraries come within the province of the Assistant for Libraries to the Assistant Chief of Naval Personnel for Education and Training. However, the fleet schools and libraries are not under the Bureau of Personnel, and laboratory libraries come under the development or system commands. A framework exists, but there are no clearcut prerogatives for management. Each Commander is in charge of his own operation. Appropriated funds for purchase of books are controlled at one spot for general libraries; but the decentralized budget system tends to work against cooperative schemes, especially for the technical libraries. Four basic types of libraries exist in the Navy: (1) the general libraries; (2) the technical/special libraries; (3) the academic and school libraries; and (4) the dependent school libraries. No one office has cognizance of the entire spectrum of services. The Marine Corps varies slightly in that it budgets for the general library, then turns the funds over to the head of the general library program.

Miss Ada E. Schwartz of the Army Library Program gave the résumé of Army programs. In the Army, major commands are formed on both a geographical and functional basis; this causes overlapping of commands in some instances. Geographically, the overseas commands include the Pacific area, with six subordinate commands; Europe; Canal Zone; and Alaska. Within the United States there are five regional armies under the Continental Army Command (CONARC): (1) First Army--New England and Middle Atlantic states; (2) Third Army--Southeast;

(3) Fourth Army--Southwest; (4) Fifth Army--Midwest; (5) Sixth Army--West coast; and (6) Military District of Washington. Most technical libraries are located within the following commands: (1) the Army Material Command; (2) the Intelligence Command; (3) MTMTS--transportation; (4) STRATCOM--strategic communications; (5) the Surgeon General; (6) Office of the Chief of Engineers, where the STINFO program is centered for DA; (7) Army Security Agency; and (8) Combat Developments Command. The Army service schools and colleges, separate and independent, come under CONARC. There is no technical channel to Headquarters DA for either the school or technical libraries. The Army library program, under the Adjutant General, includes the post library systems at each installation, and staff librarians are located at the headquarters of CONUS armies and in the overseas commands. The Army's librarian career program includes all Army librarians regardless of type of library to which assigned and is operated out of the Army Library Program office at DA headquarters. The Army Library in the Pentagon also comes under the Adjutant General and serves Army staff offices in the Washington, D.C. area and other DOD staff elements in the Pentagon. The law library and the field law collections are included in the Army Library. The Army's Technical Information Support Activities (TISA) program is broad based and includes all federal libraries in some of its research projects under the Army Research Office.

The DOD agencies and joint service schools were discussed by Mr. Holloway, Director of the Army Library, and Mr. DeWald of the Defense Intelligence Agency. In the DOD agencies each library is an independent unit; the National War College, the Industrial College of the Armed Forces, etc. Within the Defense Intelligence Agency, the agency libraries handle intelligence reports for all the DOD. Their work includes data banks, actual chart making, and topographic maps, with service to all defense organizations. In a loose sort of general supervision, the Director of Technical Information of DDR&E views all technical libraries as a part of the STINFO Program. (Because of inadequate support for the idea, the manning space for a DDR&E librarian position for all technical libraries was lost several years ago.) DIA Manual 70-6-2 outlines the mapping and charting library services.

Before a short break interval, each member of the group was requested to bring back suggestions answering the question: "What would be ideal?" Forgetting all the barriers we have discussed, what would be the best way to set up library systems to serve the military?

In reassembling, the group was subdivided to consider the question posed and make specific recommendations.

Subgroup A

1. The ideal system would have all library functions on a geographical installation under one centralized administration. Host tenancy agreements could specify funding and manpower support. Such a consolidation would prepare the way for future networking and provide more economical service.
2. The ideal system would include a library office at the DOD level to furnish a representative channel, coordinate systems, develop experimental programs, and plan overall library service. This did not seem an ideal to some members of the group who could foresee formal, central control becoming authoritarian and inflexible. Suggestions to prevent such a result were proposed, such as combining information centers with library programs and rotating representation among the services with two- or three-year appointments. The point was stressed, however, that a librarian was needed to represent librarians and library planning.
3. Providing a representative from each service to be a member or observer on the Federal Library Committee might be a means of informal coordination of library programs and resources. If this were done, each representative should be designated by the agency and be authorized to speak for the agency's library program.

Final conclusions of this group were (1) that a DOD Chief of Library Services could coordinate all service library programs, collect statistics and information about the total resources, but should not centralize the funding or procurement procedures; (2) that there is a need for a careful study of the impact, extent of coordination, and other factors in attempting a combined central office for all military libraries (this could be a project for a contract under TISA); and (3) that a study should be made of the possible extension of the Army Career Program to all areas of the DOD.

Subgroup B

1. The basic first step in any plan for coordination is the establishment of channels of such coordination within the departments of the DOD. Identify the types of libraries and their holdings and other resources. Develop a channel of communication up and down to all libraries.
2. Identify problems to be sent up through existing channels.
3. Identify areas where coordinated, cooperative projects could be productive.

4. Coordinate career advancement through the entire DOD.
5. Strengthen all kinds of libraries.
6. Plan ways to utilize better the dollar and other resources in present structure.

Subgroup C

1. Organize a central coordinated advisory group at DOD level to take advantage of the already existing representation provided. A channel of communication for feedback from the DOD level is needed.
2. Let the Army Library at the Pentagon represent the DOD as a whole and become the DOD Library. (The Canadian representative in the group noted that in their study to centralize within the Canadian Defense Department they discovered a danger of duplication of functions.)

When the total group reconvened to hear subgroup reports, the consensus seemed to be that leadership at the DOD level was good, with certain reservations mentioned by Subgroup A. If the idea were to be pursued, where in the DOD structure would leadership best be placed?

Mention was made of the recent SATCOM Committee's report, Scientific and Technical Communication, published by the National Academy of Sciences, and the expression it gave to the idea that with the diversity of needs, overcentralization could negate real service. One of the SATCOM Committee's guiding principles was that administrative entities must be so organized and coordinated that they represent a logical and efficient division of functions, but authority over them must be sufficiently widely distributed to achieve the responsiveness we deem essential.

After referring back to the previous suggestions of an advisory council of librarians for the DOD, the further proposal was made that chairmanship could rotate among the service departments. To what DOD staff office should the advisory council report? What would be the relationship to the National Library Commission now under consideration by Congress and other national and international bodies in the profession?

Possible functions of the proposed DOD-level library coordinating office were suggested, as follows:

1. A channel of communication up and down
2. A point for gathering information and data about total resources and coordinating these data through the National Educational Statistics Center
3. A focal point for cooperation with other federal and nongovernment agencies, with transfer of information and plans
4. A central place for managing a DOD-wide career program for librarians
5. Instrumentality for any programs which should be DOD-wide in implementation
6. A sounding board for obtaining consensus on proposals
7. Leadership in trying new procedures
8. Guidance in developing standards and methods and in evaluating effectiveness of library service
9. A mechanism for designing criteria for evaluation
10. A focal point to bring research on library problems together with a structured program
11. A point of departure for implementing the Federal Library Committee mission statement through the individual library program missions
12. Promotional, public relations support in all public relations within the DOD
13. A means for avoiding duplication through paralleling existing successful staff systems

To achieve this ultimate objective, we must first build channels at departmental level. This seems most possible of achievement through existing structures, avoiding any suggestion which might require additional manpower or funds! Each department should strive to set its own house in order first. Then sell what we are, what we can do, and establish our relationship to information centers. Then we should be able to show that coordination and cooperation are possible, desirable, and even mandatory in view of costs and national and international programs and needs. To carry the process along at all levels, we must gather some good examples of successful cooperative efforts, publicize and study the elements of these

successes, and advocate as a first step full representation on the Federal Library Committee. Through this committee and by sponsoring contract studies, we can make all studies and recommendations concerning libraries and library systems DOD-wide in scope.

Report submitted by: Evelyn H. Brantetter
Secretary to Group I

Attachment 1

BARRIERS TO EFFECTIVE COOPERATION AMONG LIBRARIES

Extracted from "Mobilizing Total Library Resources for Effective Service" Prepared by Orin F. Nolting* as background for a meeting sponsored by six divisions of the American Library Association, at the Atlantic City Annual Conference, 26 June 1969.

1. Psychological barriers:

Custodial mentality of librarians

Fear of loss of local autonomy

Clash of personalities

Jealousy and stubbornness

Complacency and self-satisfaction

Mistrust between librarians

Inertia and indifference

Unwillingness to experiment

Assumption that each library has unique rather than common needs.

2. Lack of information and experience:

Lack of knowledge of needs of users

Lack of information about the true functions of different types of libraries

Unpredictability of demands on the library by its legitimate users

Lack of public interest and concern for total library services

Failure to inform the public on library collections and services

*Executive Director Emeritus of the International City Managers' Association

Lack of knowledge by librarians of new interlibrary loan code

Failure of small libraries to realize the value of resources of larger libraries

Unawareness of successful cooperative effort in other states

3. Traditional and historical barriers:

Lack of adequate funds

Fear by large libraries of being overused and undercompensated

Lack of understanding by laymen of library needs

Institutional competition between school and public libraries

Inadequacy of libraries to serve their own needs

Conflict between the boards of public libraries and those of private libraries

Limitations on access to academic and special libraries

Thinking of only one type of cooperation (e.g., inter-library loans or school-public library)

Reluctance of independent libraries to relinquish any responsibilities.

4. Physical and geographical barriers:

Distance between libraries and distance of users from the library

Difference in size of library collections

Difficulty of providing service to sparsely settled rural areas

Lack of space in public library to serve students

Delay in satisfying needs and requests of users

Overemphasis by librarians on housekeeping activities

Lack of a good public transit system

5. Legal and administrative barriers:

Too many local government taxing units

Large number of institutions providing library service

Lack of appropriate state enabling legislation

Lack of creative administrative leadership

Cumbersome fiscal practices of local governments

Lack of effective public relations programs

Inability to accept (or opposition to) state and federal aid

Lack of communication across jurisdictional lines at the policy level

Lack of contact with voluntary and governmental agencies engaged in areawide cooperation

Lack of bibliographic tools and controls

Failure to utilize technological equipment

Incompatibility of equipment, procedures, and rules between libraries

Lack of properly trained staff

GROUP II: ACADEMIC LIBRARIES WITH STAFFS OF 11 OR MORE

Egon Weiss, Discussion Leader

Group II consisted of academic libraries with staff of 11 or more. Xerox copies of suggested readings were available on loan from Mr. J. Thomas Russell of the U.S. Military Academy to those individuals who had not had an opportunity to read them in advance. Sixteen academic librarians discussed the topics as outlined in the program.

I. Administration

Manpower Requirements

Problems in this area were (1) justification for additional staff; (2) prediction and establishing future requirements; and (3) measurement criteria for manpower surveys.

Suggestions

1. At the service academies, justification for a larger staff can usually be determined by density of use. Additional personnel can be authorized by introducing a new activity, by establishing a change in methodology of curriculum, or as a result of an outside survey.
2. In the area of future requirements, the service load is measured against past performance, and/or accrediting agencies set up formulas. A useful article on this subject is James J. Treires's "Uses of Manpower Forecasting," from the Fall 1969 issue of The Journal of Navy Civilian Manpower Management.
3. There is a need for some type of measurable unit such as the "Bibliographic Unit" developed at Air University.

Space

The academic complex including a new library at the Naval Academy has been approved, with construction of the library due to begin in March 1970 and completion scheduled for 1972. Professor Evans showed slides of the model of the academic complex and furnished the following background information:

1. A Library Building Committee was formed with the librarian as co-chairman and strong representation by the faculty. The Committee meets once a month. Information from these meetings is disseminated to the faculty at large.

2. The architect provided guidelines and hired a library consultant. The librarian maintained close relationship with the architect.
3. The department heads were queried for requirements, and the consultant confirmed their recommendations.

Other represented institutions have plans for expansion. The Quartermaster School had hopes for a library building; however, the planned academic building will include space for a library. The Naval Postgraduate School plans are complete; but the freeze will probably occasion a delay. AFIT is planning some complex including a library for 1972. A study is now being conducted at the Infantry School to expand their five-year-old building. The Naval War College is being queried regarding current rate of acquisitions for use of the consultant toward planning for their future expansion. The Marine Corps Education Center has some plans for future expansion.

After plans are completed and construction authorized, problems can arise during the period of construction involving the intricacies of contractors and their subcontractors.

Upon completion of a new building, there arises the problem of the acquisition of interior furnishings. Some assistance should be found in the Task Force Report of the Federal Library Committee, which should be published in the near future. Pennsylvania State University has established a Library Furniture Laboratory which has proved informative. Although careful plans are made, things can go wrong--the Merchant Marine Academy ordered their stacks ten months in advance and delivery was not made until four months after completion of the building.

Statistics

Some members stated that it is wasteful to compile elaborate statistics. However, one frequently needs them for administrative purposes. The following points of interest were brought out:

1. Statistics vary with measurements.
2. Statistics of productivity are not necessarily recorded circulation, but total use of facility and its resources.
3. Statistics are useful in subject areas as well for budget and acquisition purposes.
4. There is a thesis under preparation at Catholic University--"Statistics Keeping in the Army System."

Other

There were two other topics of interest in this category:

1. Placement of library within command; and
2. Policy/governing boards

Discussion

1. It was agreed that the library should be a part of academic planning. The library is a department at the Naval Postgraduate School and it is equal to a department at AFIT.

2. Most of the schools do have some type of Library Committee; however, at the Naval War College, the ten-year development plan proceeded without consideration of the library. AFIT has three boards and they feel that these boards are successful in bridging the communication gap.

II. Cooperation among Military Libraries

There were varying degrees of cooperation discussed, and the subjects were so diversified that it is almost impossible to categorize them. The following are the main points of interest:

1. AFIT has a union list of serials for academic libraries in the area and they cooperate with other libraries on the selective purchasing of expensive items. They are working toward more cooperation in acquisitions.
2. Greenwood Press is publishing the military holdings at the Military Academy and the Naval War College. This could be a step toward total book catalogs.
3. New York State has a strong regional system, and other areas are also planning in this direction. However, there is the danger of a special depository collection's becoming a dumping ground. Also, there are the questions of payment for maintenance and problems of accessibility.
4. The Naval Laboratories on the West Coast are establishing a union list of serials and they do cooperate on the procurement of journals and the provision for Xerox copies of articles.
5. The State of Virginia has a teletype system for information, and Georgia is starting such a system.

III. External Factors Affecting Military Libraries

Labor

It is recognized that there is a difference between unions and organizations. Approximately three-fourths of all federal workers belong to unions. On the other side, there is a Federal Professional Organization for management. There has been very little union trouble; however, two points deserve mentioning--one from outside government and one from inside. Examples of union presence on operations follow:

1. At the Air Force Academy, the procurement officer awarded a carpeting contract to the low bidder, a non-union firm. The union people of Colorado Springs picketed the South Gate, and all union people working at the Academy would not cross the picket lines. They drove 12 miles around to the North Gate. However, there was the threat of closing the Academy.
2. At the Military Academy, the custodial force is under the librarian. Any change of schedule for these people requires a two weeks' notice.

Service to the Community

The main problem in this area is the Xeroxing of material. Among the problems are restrictions, "fair use," and multiple copies. It is usually determined that one copy of an article for individual research is considered "fair use"; however, duplicating more than one copy is a definite violation. The Air Force Academy and the Industrial College of the Armed Forces have had such requests, and they refuse to honor them. However, both the Industrial College and the Armed Forces Staff College have no Xerox machines physically located in the libraries, so the problem is minimal. The Naval War College does restrict the use of the Xerox machine. The Military Academy has the policy of copying eight to ten pages and the material can be picked up in two hours. If the requestor must have it immediately, there are coin-operated machines for this purpose.

In conclusion, it should be emphasized that this panel was not so much concerned with decision making as with exploring approaches to problem solving in areas of administration and interlibrary cooperation. It is hoped that an active exchange of internal reports, manuals, and statistics among participants will further illuminate meaningful applications of techniques successfully applied by members which could profitably be adapted elsewhere.

GROUP III: ACADEMIC LIBRARIES WITH STAFFS OF LESS THAN TEN

Robert B. Lane, Discussion Leader

Introduction

Members of this discussion group were primarily service school librarians from the Army and their counterparts from the Air Force, Navy, Coast Guard, and the Canadian Defence Forces. Since backgrounds were varied and problem areas closely related to the immediate environment in which each library operates, it was decided to divide the available time and concentrate, first, on a unique problem of small library administration and prescribe possible solutions via an impromptu case-study method; then move into the broader area of needs and possibilities for cooperative efforts among libraries of this small size; and finally to close with some coverage of external factors that could be of long-range influence and assistance.

I. Administration of the Small Academic Military Library: a Case Study

"Library X" serves a specialized service school with a very small staff: one professional, three clerical assistants. A "Library Committee," made up of various department heads in the school, had been set up several years ago to ensure library strength and support. During an extended vacancy in the professional librarian position, the Committee has managed the library, and is now reluctant to give up its dominant role. The new librarian feels hamstrung, and is unable to make decisions or take significant actions without clearing it with the Committee.

The discussion group had several recommendations for corrective action in cases such as this where library administration is hampered by overzealous non-librarians:

1. Hammer out a precise mission statement and get it approved by the appropriate responsible officer. Ensure that this statement effectively outlines the role of the academic library in support of the school mission and places responsibility directly on the professional librarian in charge for implementation.

2. Establish a positive relation with those echelons which are interfering with effective administration and attempt to gain their confidence in your professional competence by demonstrating how a more efficient approach will benefit them as individual operators as well as the school as a whole.

3. Establish contact with colleagues in other similar academic situations for guidance and examples of effective administrative practices that will aid in effectively disarming those who might wish to interfere unnecessarily.

4. Attempt to gain major command support in efforts to reform the library operating environment if other less drastic measures fail.

II. Cooperation between Small Academic Libraries

It is evident that the small library of any kind tends to be at a disadvantage if it has to depend entirely on its own resources to meet the demands of its patrons. The small military library is no exception.

1. The librarian must make every effort to learn about the resources of libraries in the immediate area and work out arrangements in advance to ensure that materials may be borrowed, photocopies obtained, and that patrons may use nearby facilities.

2. The librarian must also be positively aware of the resources available by virtue of membership in the DOD. She must obtain indexes, lists of research studies performed at other military schools, and those bibliographies and acquisitions lists issued by other military academic and research libraries as necessary to the accomplishment of the school mission.

3. Interlibrary loan must be understood and used as an effective addition to the library resources of the immediate area. AUTOVON is authorized for use in speeding interlibrary loan and is encouraged as necessary.

III. External Factors Affecting the Small Academic Library

Three primary factors which are now, or hopefully soon will be, working to ease the burden of the librarian in military school libraries as well as others in the DOD were discussed:

1. The Federal Library Committee. The work of this group has, under Executive Secretary Paul Howard, made significant progress on behalf of federal librarians. Of particular significance to the smaller military academic librarians have been achievements such as:

- a. Publication of the 42-page brochure entitled Procurement of Library Materials in the Federal Government.
- b. Establishment of a working group on the development of application of the GS-1410, 1411, and 1412 standards.

- c. Analysis for eventual publication of the significant federal library collections, their special strengths, and the availability of their resources to other libraries and individuals.

2. The Technical Information Support Activities (TISA) Project. During FY 69 this Project emerged as a result of the reorganization of the Army Technical Libraries Improvement Studies (ATLIS) Project. Its purpose is to improve library support of all types to Army elements, and to this end TISA is working closely with the Federal Library Committee, the Office of Education, COSATI, and other public and private organizations. Among the tasks completed or in progress under TISA auspices, the following were considered of special interest to libraries of the kind represented in this group:

- a. Development, for inclusion in Commanders' Handbooks, of criteria for evaluating the effectiveness and efficiency of technical libraries.
- b. Development of library mission statements, standard operating procedures, and job descriptions.
- c. Development of principles and guidelines for library facilities, including performance standards for library furniture and equipment.
- d. Development of yardsticks to be used as staffing guides for library and information facilities, including investigation into organizational patterns and charts, as well as determination of appropriate grade levels, and preparation of functional statements.

3. A DOD-Level Library Staff Officer. Throughout the discussion period, the group invariably returned to one thematic element more than any other: the small library would benefit from more professional support and guidance through the establishment of a library officer at an appropriate level within the Department of Defense. It was felt that the recognition of the mission of libraries within DOD would be greatly assisted by such an office, and that the effects would reach to the smallest of the libraries represented at the Workshop

Summary

It would be inaccurate to conclude without stating that our discussions did not proceed as clearly as this report might indicate. It would also be unfair to assume that all who participated

so freely in the talk benefitted equally by it. However, 24 librarians do not spend five hours in the same room without some learning as well as a few humorous moments as well. There was at least one concrete result of this group's deliberations: the Army Service School librarians, all of whom are under Continental Army Command (CONARC), made preliminary plans to meet again soon to carry on the exchange of information begun at this Workshop.

GROUP IV: RESEARCH AND TECHNICAL LIBRARIES

Cleo S. Cason, Discussion Leader

The participants in Group IV of the Workshop sessions were 19 librarians representing the large research and technical libraries--large in this sense meaning those libraries having 11 or more members on their staffs.

During the workshop sessions we discussed all assigned topics: Administration of Military Libraries, Cooperation among Military Libraries, and External Factors Affecting Military Libraries.

I. The Administration of Military Libraries

Since all of us are affected to some degree by the current economy measures being enforced throughout the Department of Defense, this session was devoted to a discussion on the "administration of military libraries under reduced manpower and/or budgets." The consensus was that each administrator has unique problems based on the degree of reduction of manpower and resources. General guidelines were suggested.

1. Services. Reevaluate services and methods of operations, prepare a priority listing, and discontinue those things that would result in the least damage. Cut out marginal and lowest priority services. Train patrons to use bibliographical tools to enable them to locate their own references, thus freeing the library staff of these duties. Instruct administrative personnel of scientific groups to do some of the leg work and clerical operations, e.g., pulling books and journals from shelves, self-charging systems, and journal copying. Keep in mind at all times that our only raison d'être is SERVICE.

2. Acquisition Program. Above all, retain Acquisition(s) program. Don't make changes in procurement practices that would occasion permanent and irrevocable damage to the collection, e.g., discontinuing subscriptions to journals vital to the collection. Filling "austerity gaps" in books is usually possible when budget restrictions are relaxed, but with journals it is an expensive, time-consuming exercise even if the titles are still available. Discontinue practice of buying duplicates, if this has been done in the past. Reduce report acquisitions first by having the library's name removed from all automatic distribution lists. Acquire only specific reports requested, and put greater reliance on DDC. Discontinue all requests for hard copies if report is available on microfiche; this would automatically discontinue processing, cataloging, and most reference work in report literature. The pros and cons of whether to cut

clerical or professional jobs and personnel first were discussed. No agreement was reached on this issue. It was the consensus that it depends on each particular library, its mission, operations, and current staffing plan.

3. Library Manager's Handbook. It was suggested that a handbook for the use and guidance of library managers be compiled and disseminated. Such a publication would always be useful not only to the head librarian but to the person to whom the librarian reports. It would be extremely helpful during periods of austerity programs. It was further suggested that such a management tool would probably be of greater import if each service (Army, Navy, Air Force) or type of library (research, technical, academic, etc.) developed one to meet the needs of that particular type of library. A publication cited as one similar to the type suggested is the Naval General Library Manual, NAVPERS 15862-A, October 1968. A public relations manual as an adjunct to this, or a separate public relations publication, was also suggested. It was also recommended that a host handbook to assist Workshop hosts in logistical planning be prepared. This is an anticipated project for the Long-Range Planning Committee.

4. Library Advisory Committee. If mission of committee is clearly stated as advisory only, it can be extremely helpful in giving the librarian guidance in curtailing services and acquiring material, especially when the library is operating on reduced manpower and budget.

II. Cooperation among Military Libraries

1. Interlibrary loan. It was generally agreed that a good system for interlibrary loan service is now in effect; it is one we all feel strongly about, and one of the most difficult to curtail. However, since this is a service that will be affected by economy measures' being implemented, we should consider possible steps to be taken if reduction in interlibrary loan service becomes necessary. Some suggestions were offered:

- a. When possible, borrow from non-Department of Defense libraries not affected by the economy measures.
- b. Request Xerox copies of journal articles from non-Department of Defense libraries and pay for them.
- c. Subscribe to "tear sheet" services for journal articles when available.
- d. If reductions are strictly manpower and not budget, buy more material and borrow fewer items.

- e. Spread your business around--don't overburden one library with requests.
- f. Discontinue service to nongovernment libraries, if an effective reciprocal agreement does not exist.
- g. Borrowing libraries should furnish complete bibliographic citations--lending libraries should return requests having insufficient or incorrect information.
- h. Restrict borrower's requests to written rather than telephone except in rare emergencies.

2. Clearinghouse for Federal Scientific and Technical Information. Some criticisms were voiced concerning the CFSTI, especially their price policy. The general conception is that CFSTI charges \$3.00 for all hard-copy and \$.65 for microfiche. However, some libraries were experiencing charges at higher prices. One explanation offered was that some reports are actually published in several parts, thus causing the higher price for the total published report. A report by the Institute of Defense Analysis was referenced as being of interest to all librarians. Subject report: Information Hang-ups: Problems Encountered by Users of the Technical Information Services Offered by DDC and CFSTI, with Recommendations for the Future (Washington: September 1969). This report referred to as the "IDA Report" generated considerable interest and discussion. The foreword, table of contents, abstract, conclusions, and list of participating libraries and information centers are reproduced here for information of those interested. A limited number of copies of the complete report are available on request from:

Mrs. Ruth S. Smith
Head Librarian
Institute for Defense Analysis
400 Army-Navy Drive
Arlington, Va. 22202

FOREWORD

On July 1, 1968, the Defense Documentation Center (DDC), instead of providing a free document service to the defense community (government agencies and defense contractors), began to charge \$3.00 for all hard (paper) copies of reports received into their system after August 1965, while continuing to supply microfiche copies free of charge. Further, payment for classified documents had to be made to the Clearinghouse for Federal Scientific and Technical Information (CFSTI) before the hard copy of the document could be supplied from DDC.

To many users of these technical report services, once the initial shock was over, this appeared to be a cumbersome, delaying, and expensive procedure. Government agencies were caught short because funds had not been appropriated for the added unexpected expense. Government contractors were caught in the middle because speed of retrieval was of prime importance, microfiche copies were received sometimes weeks sooner than hard copy, and users were demanding hard copy to use. Neither were equipped with an adequate number of readers. Little had been done to develop procedures by agencies who previously had not been handling or processing microform. The flow of information lagged while we all tried in various ways to cope with the resultant problems we faced.

One year later now, most of us have accepted and adapted, one way or another, to the real fact that microforms are here to stay. In spite of slow user acceptance and/or processing adjustments, they are real space savers and easy to handle records. However, from experience in dealing with the major government suppliers of technical report literature and from conversations within the "invisible college" of library and technical information colleagues, it has become quite apparent that a number of common problems still plague us and create concern among the users of these federally sponsored report services. The problems of retrieving bibliographic information, obtaining quick response to queries and orders, processing the film format, bookkeeping individual charges, among others, are still problems.

For this reason, I invited thirty other facilities in the Greater Washington, D.C. area (chosen from the list of "Top 200 Users of DDC Technical Report Service"--Calendar 1967) to attend an unofficial exploratory meeting to be held at IDA on June 24, 1969, to discuss the present state of document information--specifically, the problems encountered since July 1, 1968, as a result of the policy and procedural changes implemented by the Defense Documentation Center (DDC); the ways we as major users have coped with these problems; and the resultant impact on each individual information system.

Approximately twenty-seven facilities responded. We recognized that DDC and CFSTI operate under limitations and constraints which might influence policy, but the consensus at that first meeting was that this group could provide useful feedback to improve the flow and handling of documents and information, from the users' point of view.

At the meeting we discussed the use of microforms, microform readers and printers, indexes, fields of interest and individual problems, such as (1) receipt of microfiche documents with mixed sheets, duplicate sheets or missing sheets, (2) difficulty in marking microforms, particularly in downgrading, (3) addition of CFSTI in the request process, which delays receipt of documents, (4) deposit account statements which are confusing and often in error, (5) use of "NOFORN" on microfiche instead of the correct "Foreign Export Control" statement, (6) costs themselves and the costs of bookkeeping, (7) ways individuals bypass an unresponsive DDC set-up for urgent service.

However, since the purpose of the meeting was not to "beat DDC over the head," we determined to maintain a positive approach, pinpoint major areas of concern and make recommendations as a group. Toward this end, each participating facility agreed to complete a user questionnaire and meet again when the results had been tabulated. They also asked Mrs. Ruth McCullough, Westinghouse Defense and Space Center, who had expressed her intention to attend the FIT/DDC Users' Conference at the Florida Institute of Technology, Melbourne, Florida, on July 2-3, 1969, to represent this Greater Washington, D.C. user group at that conference, which she did. She reported back that the concerns of the Washington group were the concerns of users in other parts of the country and that representatives of DDC and CFSTI encouraged specific constructive recommendations.

At the second meeting, held at IDA on July 24, 1969, five committees were formed to study the specific problems of the Users' Survey, Abstract Bulletins and Indexes, Standardization of Selective Dissemination of Information (SDI) Categories, Field Office Viewing Facilities, and Acquisition Procedures.

At the third meeting, held at IDA on August 19, 1969, these reports were discussed by the entire group, amended, and committed to the committee chairmen as a group to pull it together as a single presentation.

This report, then, is the result of discussions among the forty-five representatives who participated by mail or attended one of the three meetings. It is presented to initiate communication, to take a positive step toward mutual cooperation, and to express appreciation to DLC and CFSTI for their consideration of the proposals which we hope will help us all to achieve a common goal of widest and most efficient dissemination of document information to the ultimate users.

Ruth S. Smith,
Head Librarian, IDA

September 15, 1969

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ABSTRACT

One year after the Defense Documentation Center (DDC) changed its policy on July 1, 1968, in regard to supplying hard copy of reports and/or microform, it is increasingly evident that a number of common problems are being experienced by the users of the DDC Technical Report Service.

In this regard, Mrs. Ruth Smith, Head Librarian of the Institute for Defense Analyses (IDA), invited thirty of the other top 200 users in the Greater Washington, D.C. area to attend an unofficial meeting in June 1969 to explore mutual problems and possibly provide feedback to the DDC and the Clearinghouse for Federal Scientific and Technical Information (CFSTI).

Discussions among forty-five representatives who participated by mail or in a series of meetings, a questionnaire (DDC user survey), and committee reports summarize basic user concerns, provide selected statistics and look at (1) abstract bulletins and indexes, (2) categories for selective dissemination of information (SDI), (3) field office viewing facilities, and (4) acquisitions procedures.

A number of recommendations are made in CONCLUSIONS.

CONCLUSIONS

Changes are recommended in policies and/or procedures of the Defense Documentation Center (DDC) and the Clearinghouse for Federal Scientific and Technical Information (CFSTI), as follows:

Abstract Bulletins and Indexes:

Standardize CFSTI's U.S. Government Research and Development Reports (USGRDR) and DDC's Technical Abstract Bulletin (TAB), preferably following the format and editorial policy of the latter.

Standardization of SDI Categories:

Coordinate subject categories used in DDC's Group Announcement Bulletin (GAB), CFSTI's Clearinghouse Announcements in Science and Technology (CAST), and NASA's SCANTOPICS so a field of interest profile for selective dissemination of information (SDI) can be developed from one selection of terms.

Field Office Viewing Facilities:

Re-establish a DDC Field Office, or equivalent viewing facilities, in the area of Greater Washington, D.C. where users can scan documents.

Acquisition Procedures:

Provide user-orientation with fuller instructions; re-design Form 1 to provide multiple copies and the use of window envelopes; and identify more clearly items included in CFSTI billings.

DDC Users' Survey:

Eliminate CFSTI as a middleman between the user and DDC; improve expediting service for urgently required documents from DDC; provide free hard copies; and reduce the number of limited documents by reviewing and changing policy on limitations.

PARTICIPATING LIBRARIES AND INFORMATION CENTERS

Army Material Command
Harry Diamond Laboratories
Connecticut Ave. & Van Ness St., N.W.
Washington, D.C. 20438

Atlantic Research Corporation
Shirley Highway at Edsall Road
Alexandria, Virginia 22314

Bendix Corporation
E. Joppa Road
Baltimore, Maryland 21204

Booz-Allen Applied Research, Inc.
4733 Bethesda Avenue
Bethesda, Maryland 20014

Central Intelligence Agency
Washington, D.C. 20505

Control Data Corporation
7735 Old Georgetown Road
Bethesda, Maryland 20014

Control Data Corporation (WS&DSD)
11428 Rockville Pike
Rockville, Maryland 20052

Department of Transportation
(FAA and Coast Guard)
800 Independence Avenue, S.W.
Washington, D.C. 20546

Informatics, Inc.
4720 Montgomery Lane
Bethesda, Maryland 20014

Institute for Defense Analyses
400 Army-Navy Drive
Arlington, Virginia 22202

International Business Machines
Federal Systems Center
18100 Frederick Pike
Gaithersburg, Maryland 20760

NASA - Goddard Space Flight Center
Greenbelt, Maryland 20771

NASA - Headquarters Library
600 Independence Avenue, S.W.
Washington, D.C. 20546

NASA - Scientific & Technical
Information Facility
P.O. Box 33
College Park, Maryland 20740

Naval Air Systems Command
19th & Constitution Ave., N.W.
Washington, D.C. 20360

Naval Oceanographic Laboratory
Washington, D.C. 20390

Naval Ordnance Laboratory
White Oak, Maryland 20910

Naval Research Laboratory
Washington, D.C. 20390

Naval Scientific-Technical
Intelligence Center
Naval Observatory, Bldg. 52
Washington, D.C. 20390

Naval Ship R&D Center
Washington, D.C. 20007

Naval Ship R&D Center
Annapolis, Maryland 21402

Naval Ship Systems Command
18th St. & Constitution Ave., N.W.
Washington, D.C. 20360

Naval Weapons Laboratory
Dahlgren, Virginia 22448

Technical Operations, Inc.
1901 Ft. Myer Drive
Arlington, Virginia 22209

TRW Systems
1735 I Street, N.W.
Washington, D.C. 20006

Westinghouse
Defense & Space Center
Box 1693
Baltimore, Maryland 21203

3. Periodical Holdings Lists. Geographical union lists as well as holdings lists from individual libraries are excellent interlibrary loan tools and a good example of cooperation among libraries. The Applied Physics Laboratory of Johns Hopkins University is publishing a union list of holdings in the Washington area which should be available shortly. Air Force Cambridge Research Laboratories Library is in the process of compiling a list of its serial holdings which it expects to complete in approximately six months. Copies will be distributed to other libraries. Upon receipt of an interlibrary loan request, AFCRL library will supply Xerox copies of obscure journal articles in its holdings.

4. Standardized Position Descriptions. The group felt that these would be very helpful if a central office for preparation and deposit was available. If an office responsible for library matters is established at the Department of Defense level, this office could conceivably have this responsibility.

5. Cooperative Indexing and Cataloging. The pros and cons of cards in reports were again discussed. Some libraries find them useful, others do not, and it is difficult to justify the cost involved for the number of libraries using them.

6. New Techniques.

a. Houston Fearless CARD--to store and retrieve at random microfiche; it has a storage capacity in its carousel of 750 microfiche or 45,000 frames, and may be used with an IBM 7030. It controls and provides access to information in technical intelligence and technical data still at the bench level not yet formally reported on. For information, write to:

Houston Fearless Corporation
11801 West Olympic Boulevard
Los Angeles, California 90064

or

Houston Fearless Image Systems, Inc.
30 East 40th Street
New York, New York 10016

b. Gaylord Minigraph--a good small duplicator.

c. Adapt opaque microcard reader to read microfiche. Put white index card behind microfiche. Use of positive microfiche produces better results.

- d. 3-M Reader Printer, Executive, \$260.00.
- e. Library of Congress Union Catalog on microfiche. Annual subscription approximately \$5,000 from:

Information Dynamics Corporation
86 Main Street
Reading, Massachusetts 01867

One library reported use of this has reduced backlog in cataloging books from 150 titles per month to 15. Books are therefore available to the scientists at least a month sooner than before.
- f. ASCA (Automatic Subject Citation Alert) Current Awareness Service based on individual scientist's profiles.

Institute for Scientific Information
325 Chestnut Street
Philadelphia, Pennsylvania 19106
- g. Olivetti-Underwood Copia II. Special features--copies both sides of a page on a single sheet, attachment available for coin-operated machine if desired. For information, write:

Olivetti-Underwood Corporation
One Park Avenue
New York, New York 10016

(Washington office)
1146 19th Street, N.W.
Washington, D.C. 20436
- h. Xerox Adapter (Attachment) for converting microfiche to hard copy. For rent or purchase from Xerox Corporation.
- i. Machine-Aided Indexing. DDC is experimenting with a machine-aided indexing work unit system for a data bank which, when operational, will provide a centralized source of information on current efforts in science and technology. This is still in the developmental state and a target date for completion has not yet been established.

j. BROWSER—an automatic indexing on-line text retrieval system. Progress report available from DDC or:

Federal Systems Division, IBM Corporation
Gaithersburg, Maryland 20740
(contact NOR 4456(00)).

Most of the above equipment is evaluated in ALA's Library Technology Reports.

III. External Factors Affecting Military Libraries

1. Federal Library Committee. The FLC has accomplished much through its ad hoc groups and special projects, and has been very effective in keeping federal librarians informed of new and forthcoming legislation, progress on special projects, vacancies, etc. through the Federal Library Committee Bulletin and through presentations made at library meetings by the executive secretary of the Federal Library Committee.

2. Labor Unions. It was suggested that all librarians begin now to consider the advantages and disadvantages of labor unions, for we will eventually be faced with them. The main advantage stressed was that librarians could speak with one voice on important issues, and that it might be the avenue by which librarians could obtain improved working conditions from management. Membership in the Federal Personnel Association was discussed as an alternative to labor unions. It was suggested that this be brought to the attention of the members through the Military Library Division Bulletin.

3. TISA (formerly ATLIS). The Army's Technical Information Support Activities Project. A publication explaining the organization and objectives of TISA was circulated among the group. For further information or a copy of the report, contact:

Mrs. Margaret B. Zenich
Chief, Scientific & Technical
Information Division
Office of the Chief of Engineers
Washington, D.C. 20315

Mrs. Jane M. Wheeler, Recorder
Miss LaVera A. Morgan, Recorder

GROUP V: RESEARCH AND TECHNICAL LIBRARIES

Carolyn J. Kruse, Discussion Leader

The topic "Military Library Cooperation" was selected as being most appropriate for discussion in this type of group.

In order to encourage maximum individual participation, the group was divided into two subgroups and each placed in a hypothetical problem-solving situation.

The problem was to develop a cooperative library system, so that each individual library member could offer its customers the combined materials, services, and expertise of all. The following conditions were imposed: (a) total staff, budget, and collection were to remain as at present; (b) no increases in personnel grade levels would be made; (c) adequate transportation, messenger, guard mail, and telephone service between activities would be provided; and (d) procurement, security, and other agency regulations should be favorable for the maximum degree of cooperation.

One group, hereinafter called Subgroup A, chose to formalize a model cooperative library network. In order to accomplish this, they made several additional assumptions (given below in their individual report).

The second group, Subgroup B, chose to treat the problem informally and discussed the maximum degree of cooperation possible under their present organizational, financial, and staffing situation.

Summaries of the discussions in each subgroup follow.

Report of Subgroup A

Additional Assumptions. In addition to the conditions stipulated, the following assumptions were made by the subcommittee:

1. Ten libraries were to be represented (this number was selected because there were ten members in the subcommittee).
2. All libraries represented a common discipline.
3. Size of the library and number of personnel assigned to each was assumed to be the same as for the parent library of each committee member.

4. It was assumed that all libraries used a common classification system.
5. An automatic data link (similar to the AUTOVON Data Link) was available.
6. It was assumed that the ten libraries represented had been assigned the task of developing a plan for cooperation by action of a higher headquarters.

Cooperative Proposals

Cataloging. Discussion indicated that the ten libraries could anticipate approximately 60 percent common acquisitions items. It was therefore determined that a cooperative cataloging arrangement could be achieved by having one of the member libraries cataloging these items for all ten institutions. This was deemed to be highly feasible and desirable, and it was felt that it would result in personnel savings to some of the member institutions. It would also bring more efficient and speedier cataloging to all ten libraries.

Acquisitions. It was determined that a common acquisitions program could be established, with one member library processing orders for all ten institutions. Input to the library handling acquisitions could be made by telephone, by data link, or by mail. The acquisitions librarian in turn could provide information and suggested orders by the same media. The group felt that relatively substantial savings would result because of volume orders through a single dealer. It was also believed that in most instances the dealer could package and send materials directly to each member library.

ADP Catalog. One of the major advantages of the cooperative system would be the establishment of an automatic catalog utilizing a computer center on a time-sharing basis. The catalogs of each member library would be transferred to tapes or discs. By query to the computer center on the automatic data link, a member library could locate a specific source item or could request special bibliographies. Within a very short time, a print-out from a console located in the member library would indicate the location of the particular item or provide a bibliography indicating the location of each source item listed in the bibliography.

Interlibrary Loan. One member would assume the administration of the interlibrary loans. Requests could be sent to this institution by telephone, by letter, or by data link. This library in turn could direct another member library to send materials requested for interlibrary loan.

Union Catalog. It was believed that a union catalog would be of benefit to professional library personnel and that such could be developed as an alternate objective. It was not felt, however, that the member libraries should attempt to prepare this union catalog primarily for customer service purposes, since better reaction to customer needs could be obtained from the computer center system.

Reference Service. Reference service would be provided by allocating special area coverage to each of the libraries. It was believed that this was necessary, since the costs of many reference works are so expensive as to preclude purchasing copies for all member institutions. Consequently, a particular reference series would be allocated to only one institution, with that institution responsible for providing reference assistance to the other member libraries. This would result in extensive monetary savings over a period of years.

Miscellaneous Activities. A number of other activities would be assigned to various member libraries. These include the preparation of special bibliographies, preparation of abstracts, translation of foreign works, repair of certain reference materials, microfilm reproduction, and other items of similar nature.

Administrative Requirements

Because of the common acquisition dates, it would be necessary for each member institution to make available the necessary funds required on a quarterly basis. Estimates of funding would be discussed at a quarterly meeting of the member institutions. This meeting would be rotated from the standpoint of the host institution. It was believed that a reallocation of personnel would be required initially, since each of the member libraries was to be assigned a cooperative task. The member libraries realized, however, that some reallocation of personnel might be required once an experience factor had been developed concerning the total workload of each institution. For example, the institution assigned the task of cataloging might well require additional spaces. The time under which this proposal would be started would be at the end of the fiscal year following the actual meeting at which the proposal was formulated and the letters sent to the various headquarters concerned.

Individual Integrity

The member libraries agreed that each institution would retain its own individuality and integrity. It would not be necessary, for example, to have any one institution change its cataloging system because the material transferred to the automatic data system need not be tied to a common catalog. However,

it would be necessary for the institutions to mark their books corresponding to the cataloging initiated as a part of the cooperative effort. Each institution would be required to do this, based upon its own personnel resources and the time available to accomplish the task. Eventually, each library would essentially have the same classification system.

Advantages

The major advantage of this cooperative proposal lies in the assignment of tasks to each member institution based upon its professional staff capability to accomplish the task. For example, the ten libraries represented varied in staff size from 3 to 28. The largest library would probably take over the task of cataloging, which would result in considerable benefit to all other such institutions. The smallest library--with only three people--could assist in performing only relatively small tasks. However, this library had a capability for obtaining translations of various foreign materials through a close relationship with other organizations at its home base. Consequently, that library could undertake part of the translation requirement for all ten organizations. The second major advantage was a combination of dollar savings and more efficient service to the customer. Both of these resulted from consolidating acquisitions and cataloging procedures and from the centralized interlibrary loan system. A further advantage would be realized by the access to the computer center with its consolidated card catalog systems. The last advantage was a retention of individual library integrity throughout the project.

Summary

The proposed system for cooperation of ten member libraries is believed to be a feasible proposal which would result in dollar savings, better utilization of presently assigned personnel, and more efficient service to the customers of each member organization.

Report of Subgroup B

Topics Discussed

Cataloging. In none of the libraries represented did cataloging require a full-time professional cataloger. In fact, in most the cataloging was performed by subprofessionals with some review by the librarian. Provision of one professional cataloger who would move from library to library to review cataloging problems on a semi-monthly basis would ultimately result in more nearly uniform cataloging policies and procedures among all participants.

Acquisitions. A cooperative acquisitions program should be developed. Special subject coverage would be allocated to each of the libraries, and considerable savings could thus be realized. For example, many reference periodicals and encyclopedias are extremely expensive and cannot be purchased by all. If a particular title was allocated to one library for purchase, that library would be responsible for providing information from it to the others.

Union Catalogs. A centralized union catalog of books would be useful, but the cost of initial preparation would be prohibitive. The establishment of a union catalog of current acquisitions appeared to be more feasible, but still extremely expensive. With adequate communication links (telephone and messenger service!), the need for a union catalog might not warrant the expense, particularly if member libraries were allocated specific subject areas as described above and if detailed knowledge of the coverage of each institution were available. (See item on reference service below.)

A union list of periodicals was considered to be worth compiling. This could be prepared by a "round robin" approach. The largest library would provide the initial input, and the others in turn would add additional titles and holdings. While this is under preparation, an exchange of individual periodical lists would serve the purpose.

Interlibrary Loans. Procedures and policies of loans between member institutions should be simplified and standardized. Xerox prints would be furnished free of charge. Although adequate telephone service is available, it was agreed that telephoned requests for loan should be limited to urgent needs.

Reference Service. Reference and informational service should be freely exchanged between the members. The scope of this service would be enlarged greatly if the reference librarians were rotated throughout the system. Also a directory giving a detailed description (profile) of each member library should be compiled and distributed.

Newsletter. A newsletter should be prepared and distributed throughout the organization. This would contain announcements of new and important acquisitions, evaluations of new equipment, and listings of excess publications, equipment, and furniture.

Col. George S. Pappas, Recorder

GROUP VI: RESEARCH AND TECHNICAL LIBRARIES

Catherine R. Hetrick, Discussion Leader

Using the group discussion topics and suggested sub-topics assigned as a framework for the Workshop, Group VI deliberations produced the following comments and conclusions.

Very little has been written about the administration of small military libraries, probably because their administrative problems usually are not complex. If the staff works harmoniously and the library functions smoothly, a minimum of administration is required.

Recruitment and job stability do not seem to be major problems. Position descriptions should not be too general; they should be specific enough in describing the work so that the proper grade level can be assigned.

Present library salaries are not competitive with those in industry. Also, the present wording of the Civil Service library brochure causes confusion in that automatic advancement (promotion to higher grade) is implied; this wording should be revised.

Training of personnel is highly important, especially in the library technician job series. Formal training courses are being offered by a number of colleges; these should be utilized, if this is possible. Training courses, such as those conducted by the Navy, are valuable both for training and for current awareness of developments in information storage and retrieval. Such training projects are more likely to be successful if the technical director or senior scientist recommends them and encourages attendance.

In the area of public relations, the availability of the librarian and the library staff is of prime importance; it is futile to invite use of a library unless there is someone available in that library to give whatever assistance is needed.

Methods and devices to create and maintain interest in the library include the following:

Use of experts in various disciplines to assist in the selection and the weeding of library materials.

Orientation of new personnel.

Maintenance of a field of interest file, used to route formal or informal announcements of new library materials.

Publication of accession lists.

Routing of current periodicals throughout the organization on a short-term loan basis.

Maintenance of a shelf of current acquisitions, e.g., newly received books could be held on a specific shelf for a week before being available for loan.

Response to a request for a specific bibliographic item by suggesting additional related library materials.

Inclusion of the librarian in all management meetings.

Loan of portable microfiche readers to ease the transition to the use of library materials in microform.

Use of the staff bulletin to announce library acquisitions. This is particularly effective since recipients are required to know what is in the bulletin.

Preparation of short annotations to be sent to the base or post newspaper to be used as fillers; preparation of stories about the library for press release.

Presentation to management of reports on both long-range goals and short-range objectives, and historical reports that point out significant trends or milestones, major accomplishments, and projected plans for the future.

Purchase of subscriptions to Playboy, Wall Street Journal, or other popular periodicals, using funds donated by private individuals.

Although DOD has no standard requirement for statistical reports, statistics should be maintained as planning tools; for example, a record of the volume of cataloging or reference work can be useful in justifying additional manpower; reference question records can be a guide in the selection of new library materials; and the need for interlibrary loans can also affect the acquisition program.

Cooperation among libraries needs to be explored and exploited. With the current cuts in budgets and in manpower, cooperation is increasingly important. It is essential to know where library materials are available, especially for libraries in isolated or remote areas. The exchange of accession lists and periodical lists is very helpful. Cooperative cataloging presents a problem because the subject terms assigned should reflect the interests of each library's users. However, basic subject

cataloging, together with descriptive cataloging, could be performed in a cooperative effort, with additional subject or index terms assigned by the individual libraries.

The field of gifts and exchanges presents many opportunities for cooperation. It would be very beneficial if gift and exchange offers were DOD-wide, rather than limited to the branch of the service in which the material is available; that is, if Air Force, Army, and Navy announcements were sent throughout DOD. Interlibrary loans are, of course, an excellent example of library cooperation. The requesting librarian should be aware of the material borrowed; a good rule of thumb is that if an item is borrowed three times, it should be purchased. Important factors in interlibrary loans are a potentially serious increase in workload, security problems, and the protection of proprietary rights.

The exchange of typical position descriptions at various grade levels would be helpful.

Group VI was emphatic in its recommendation that the Federal Library Committee be approached to explore the possibility of compiling a DOD union list of serials.

Marie L. Koeker, Recorder

STATUS OF FEDERAL LIBRARY COMMITTEE RESEARCH PROJECTS

By Paul Howard

The Federal Library Committee has had outstanding cooperation in developing research projects necessary to provide the basic data upon which a viable program of library and information services can be built. The Committee has served as a catalyst in this process, attempting to match research needs with research and funding capability. Since it is without funds itself and has no authority to require compliance with its requests, its success has been remarkable. It works through a group of task forces organized to consider problems which require cooperation for their solution.

The Task Force on Acquisitions and Correlation of Collections has considered that the most basic requirement of their program is to establish a knowledge of the nature and the scope and coverage of federal library collections. This is required before any joint planning or coordinated program of research services can be developed. The Task Force worked for two years developing criteria and a methodology for describing the holdings of federal libraries in objective comparable terms. The methodology was tested in two subject areas: transportation and mathematics. The Office of Education then funded a proposal from George Washington University to prepare a report delineating the holdings of federal libraries at the research level or better. The study has been completed and most of the analysis has been done. There remains the task of working out some of the bugs before publication. This will include sending a preliminary draft to reporting libraries for verification. The work promises to be of great value in planning overall resources management for federal libraries and in such prosaic operations as interlibrary loan.

The Automation of Library Operations Task Force has been working on a long-range research project aimed at providing basic information leading to the development of compatible systems of library automation appropriate for federal library use. This project was divided into four phases:

1. Literature search.
2. Case studies: development trends in federal library and information center automation.
3. Patterns of federal library automation and guidelines for their establishment.
4. Generalized automation systems for federal libraries with hardware and software potentials.

The first two phases have been completed, and a proposal for funding the third and fourth phases is being considered by the Office of Education, which funded phase two. Phase one was done by the National Bureau of Standards.

The Task Force on Interlibrary Loan Arrangements has completed writing of an Interlibrary Loan Code for Federal Libraries which has won approval of the Federal Library Committee and has developed an interlibrary loan form in cooperation with the ALA. This form has been approved by the GSA and made mandatory for government use.

The Task Force on Physical Facilities for Federal Libraries has published a bibliography on library buildings and has developed a research proposal for which the TISA Project has contracted for a research design. TISA plans to contract for the necessary research, which will encompass the total library environment, including all steps required in establishing adequate library facilities and criteria for evaluating requirements, plans, location, furniture, and equipment, as well as auxiliary facilities such as heating, lighting, cooling, ventilation, color, etc. It is planned to start the first phase of this project in fiscal year 1970, and the second and third phases in FY 1971 and 1972.

The Task Force on Procurement Procedures in Federal Libraries has published the following volume:

Falk, Leslie K. Procurement of Library Materials in the Federal Government. Washington: U.S. Govt. Print. Off., 1968.

It has now, with the help of TISA, developed a research proposal to document the problems encountered in procuring library materials and to develop recommendations for changes in law and regulation, or in their interpretation, so that library procurement practices can become more uniform and efficient throughout the government.

The Task Force on Public Relations (again with help from TISA) has developed a design for a Public Relations Manual for Federal Libraries. This will consider public relations in its broadest sense as an integral part of library service. It will attempt to guide the federal librarian in the intricacies of creating an empathy for the library program among users, management, and staff. It is expected that the contract will be awarded early in 1970, and that work will be finished within six months.

The Task Force on the Role of Libraries and Information Systems has secured fiscal support from the Council on Library Resources and from the TISA Project, and TISA has contracted

with the National Academy for Public Administration for a series of case studies on the relations of libraries with other governmental information activities. This is the second phase of an overall study designed to determine the role of the library in a total, integrated information system. The first phase resulted in the publication, in 1968, of the following report:

Painter, Ann F. The Role of the Library in Relation to Other Information Activities--a State-of-the-Art Review. TISA Project Report No. 23. Bloomington: Indiana University. Graduate Library School, August 1968. 85p. (AD F82 010)

This represents a brief summary of some of the current studies by which the Federal Library Committee is attempting to establish a broad information base for the improvement of library service to the federal government.

Paul Howard
Executive Secretary
Federal Library Committee

THE COMMUNICATION GAP

Address by

Lieutenant Colonel Rodney S. Quinn, USAF (Ret.)

Professor Schwass, ladies and gentlemen. Thank you, Professor Schwass, for your kind remarks.

While I have dealt with a wide range of libraries and librarians, and therefore can claim some considerable experience in the field, my chief claim to your sympathy, your kindness, your hospitality, and hopefully, to your attention, lies in the affection I hold for libraries and librarians, and for the understanding that I honestly feel that I have for the importance of the contribution of the military library to its parent military institutions or organizations. Since I am not a librarian, I will not abuse your hospitality by presuming to address you as an expert; I shall address you as an observer, as a constant customer, and as a long-time friend. As a friend, but still as an outsider. So I have attempted to put together a few thoughts tonight concerning libraries and librarians--particularly those who serve the military--and I have attempted to look at these problems as a family friend, rather than as the family doctor.

When I prepared these notes, I wanted to use a four-dollar word for librarian. As an opening I hoped to be able to offer compliments to this impressive group couched in language similarly impressive. I wanted to compliment you in only the finest and most high-flown terms. Our janitors are now sanitary engineers; our elevator operators are vertical transportation specialists, I suppose; why not a title of rare distinction for that most erudite and deserving of groups--the keepers of knowledge in our lives and in our culture? So, to the stacks I went, hoping at the least to find something like bibliotechist, or bibliotechnicians. Regretfully, I must report failure. Neither Roget nor Columbia yielded me satisfaction. There are biblioclasts who mutilate books, and bibliklepts who steal books, and bibliomaniacs, who, I presume, are simply crazy about books--but there were no biblioengineers or no volumologists. Nevertheless, the lack of press agents and impressive titles cannot dim your lustre in the hearts of us who know you! So, librarians, greetings and salutations. Hold up your heads and be proud.

And, as an incidental bit of intelligence, the word "librarian" in the dictionary is immediately preceded by the term "libido." You will have to draw your own conclusions in this connection as to possible association. For myself, I am sure that proximity does not breed familiarity--even in Roget!

The theme of my talk tonight is, as you know, the communication gap. I hope to apply the idea in several ways of interest to you, both as individuals and as professional keepers of archives. A communication gap exists in our homes, between our generations, even in our military organizations, and it behooves us to be aware of it and to attend to it. I won't talk on such esoteric levels as Marshall McLuhan or Max Eastman, for I am neither equipped nor inclined. What I really want to address is the communication gap that the librarian frequently experiences in a military organization. How can you be tapped into the arterial lines of communication in your organization? How can you stay abreast of the needs of your command, and how can you adequately make potential customers aware of your capabilities? I will be a moment in getting directly to such specifics, and I may wander a bit once I do address these problems, but my central theme is still the participation of the library in the vital life of the command.

American Heritage, in connection with Houghton Mifflin, published a new dictionary this month. In an effort to bring the dictionary abreast of modern usage, the publishers availed themselves of a committee of English language experts to pass on the acceptance of new words. Most of you will have seen some of the news or editorial comment concerning the findings of this group, for their clever and scintillating remarks made good news copy. In terms of the communication gap, the findings of this committee were to me indeed interesting, and perhaps applicable to us tonight. These people, it seems to me, were not concerned with understanding or communicating; they were concerned with preserving a self-styled "elegance" of the language. An elegance, it is to be presumed, to which their own labors and skills had contributed over the years, and which they would hate to see pass from the scene.

But the end result of their efforts, in my opinion, was to damage the process of communication.

In my opinion, these "god fairies of the syntax" spent more time finding clever, sharp phrases of rejection than they did of considering problems of meaning. John Kiernan said of the term "like" used as a conjunction--like in the Winston's "taste good" ad, "such things as these persuade me that the death penalty should be retained" Mr. Asimov said of "finalize," "it is nothing more than bureaucratic illiteracy and the last resort of the communicatively untalented." These are but two examples of what I can't help feeling is a disservice to the public. What's wrong with making a new verb? Authorize, theorize, amortize--why in the world, not "finalize?" I doubt that there is a person in this room who does not understand the term. My personal guess is that Mr. Asimov's real complaint is the fact that the term is identified with military or Pentagon usage and it offers him a subconscious chance to needle us warmongers. As for the term "like"--why not? In an effort to

do something of value in my retirement years, I am teaching in a college preparatory school--Cheverus High School in Portland, Maine--and I can assure you that any method the boys use to talk to me, or to relate with the learning process is not to be scorned. If they see the glamour of the Winston cigarette smokers--and these cancer merchants are indeed glamourous and culturally current--a denial by us pedagogues of the language of the advertisement only further disaffects the boys and only increases the communication gap. We will have a hard enough time convincing young people Winstons are harmful. Let us not add the unnecessary burden of trying to freeze our language into a mold cast by some clever Englishmen nearly two centuries ago.

This kind of thing is directly applicable to the role of the library in the command. What kind of terms can we use to communicate? What methods are stylish enough to appeal? What thought must cross the mind of the people who need to know what you can offer? And, perhaps fully as important, the reverse of this worry: how can you insure that you and your facilities are kept abreast of the needs of, the plans of, the actions of, the main organization? Certainly, if you freeze yourselves in an outmoded communication mold, if you refuse to change, to adopt new meanings and ideas, and if you insist that the role of the library is a passive one--that you are above the everyday scramble for preference and power on the staff--then you do your organization a disservice. Mr. Kiernan and Mr. Asimov can afford to be dilettantes; they can remain in their cultural ivory tower, but such privilege is not for you. Find out what the people of your organization are really saying. Find out how to talk to them and what they need. Lead them and help them; but, above all, talk to them, talk to them.

A dichotomy exists in our culture relative to the active and the reflective. By this I mean that the athlete and the scholar frequently are at odds, at least in a psychological sense. "Professor" is a term of respect in other nations, while it is still fair game for the comics and for the humorists in the great frontier-oriented and open, active United States: the absent-minded professor, the bumbling scholar are familiar figures to all of us. While the very technical competence of librarians has created a reservoir of respect in our culture (anyone who can master such vast amounts of material, who can reduce such an infinity of variables to an understandable, responsive system must have something on the ball!), the fact remains that you are still somewhat suspect. When we Americans choose between the football hero and the fusty academician, there can be little doubt that you do not fit the image of the gridiron gladiator. Mr. Eric Hoffer, the longshoreman turned philosopher, feels that the intellectual suffers under a handicap of disrespect, or lack of being taken seriously.

If this is so--and I believe that to some extent it is--then you are doubly cursed in your attempt to reach the movers and shakers with your message of help and assistance. The communication gap is built in between you and your military bosses.

Since, then, it seems correct to say that there are built-in differences between you and many military leaders, it also seems fair to say that you must make the first move in composing these differences, in closing the communication gap.

So, first of all tonight, let's take a look at the people with whom you wish to talk. Military men tend to be impatient of research. They are, after all, primarily men of action: their work and their profession demand that first of all they be men of physical involvement and physical decision. In their early years they fly airplanes, lead platoons, and sail boats--and the skills and services of the library are apt to be a bit foreign to them. I suppose there are really two aspects to the problem of trying to orient your military customers. The first aspect I have just mentioned: the fact that military men come from a background of physical action, and the ideas of research and reflection are, at least in their early years, somewhat foreign to them. The second aspect is a lack of sympathy for existent knowledge. The idea that other men may have already pondered and dealt with identical problems is a foreign concept to most decisive, aggressive men. Among most military men, research may be said to be foreign to their technique of problem solving--at least, in the early stages of their careers.

And it is up to each of you to help overcome these two difficulties. You must introduce the man of action to the world of academic reflection, and you must bring the man of self-based decision into the area of stored knowledge.

First, and of overwhelming importance in your campaign to understand and be understood--to bridge the communication gap--is to categorize and systematize the types of men with whom you will deal. Each of you has unique problems- each of you can serve your command in somewhat different ways, each of you has something peculiar within your own organization, but I would suggest that the absolute sine qua non of making any library a viable part of any organization--the one consideration that is common to each of you--is to "know your customers." Not only from the point of view of serving them better, but from the point of view of knowing what makes them tick, and of understanding how they make decisions which may affect you and your people. Toward this end, I have prepared a short list of types one is likely to encounter in the library. You may find some humor, you may detect faint traces of facetiousness, but you will, I promise, recognize many of the types I am about to describe.

The first type I should like to consider tonight is the obvious one with which all librarians have had to deal at one time or another. They are the reasons one should keep the stacks well lit and should insure that the younger female members of your staffs are under more or less constant supervision. They can be called LOTHARIOS OF THE LIBRARY. These guys are overwhelmed by such old saws as: "What a library needs is well-staffed stacks and well-stacked staffs," and their favorite authors are either Kinsey or Henry Miller. Communication with them is not at all difficult to establish, but there is some question whether many librarians really want to communicate on the subject that is uppermost in the minds of these men. These men are generally of little real influence in most organizations, for most leaders or influential men outgrew such proclivities during their days as junior officers, but these "studs of the stacks" can be of some use to you, however: they may give you favorable publicity, and they may speak well of you in such council of command as they share. They are, by and large, simple characters who will respond eagerly to a pat on the head.

There is a second type, which, while increasingly rare in recent years, still may be seen frequently enough to warrant classification. We can call them AMAZED ALVINS. They never knew the library existed until they stumbled on it by accident one day when they took a wrong turn while looking for the men's room. With the increasing complexity of military organization and the corresponding increase in the depth of research at our schools, few officers can go long in a military career without having at least a brush or two with the library. But you still may, on rare occasion, encounter this type, standing on one foot or less, scratching his head, totally bemused. Make him welcome--in fact make him feel wanted, for in these modern times it is certain that he has little future in the military and will need sympathy when he is passed over. And include him in your prayers. I would suggest a nightly request along these lines:

Now I lay me down to sleep
May my staff their duties keep
And simple souls like this I pray
I'll see no more beyond today.

Another type--and one which I'm sure will evoke instant recall to each of you--can be called BROWSING BOBBIES. They are frequently new to the organization, or, if an old hand in the outfit, generally have no other place to go. This species varies considerably. At one end of the spectrum are the overage-in-grade types who have found the library to be a restful haven, who like to keep their intellectual tools sharp on the Army, Air Force, or Navy Times and the feature stories

of large pay-increase bills pending in Congress. At the other end of the spectrum are the students who have no other place to go, or who are hiding from other, less pleasant places. (I'm sure that the service academy librarians see more of this type than do the rest of you, but they may be encountered most anywhere at some times of the year.) These people may have been told that there is a strange and wonderful thing called knowledge which can be found within the confines of the library, and are curious; or they may simply be trying to get started on some kind of research paper. Normally they can be recognized because they look only at pictures and they obviously do not understand the filing system.

You should reach out to the BROWSERS and try to communicate. From the boy grows the man. Among them may be a future Chief of Staff--ignore them not!

Closely allied to the BROWSING BOBBIES are the CURIOUS CALVINS. This species does not have a distinctive coloration; in fact he appears in different plumage in different seasons and in different parts of the country. Nevertheless, he is a distinct type with which you should be familiar. The species ranges from the serious to the casual, from bright to rather simple, and from sincere to fraudulent. They probably avoid classification more skillfully than any other type. Be accordingly careful before you categorize and file them. Somewhere between the BROWSING BOBBIES and the CURIOUS CALVINS, for example, fall those thoughtful, sensitive souls who use the library for their clandestine rendezvous with the opposite sex. While these characters would probably be of little use to you--as a librarian anxious to better serve your country--we must admire their good taste in selecting the library for assignations. After all, a library is more respectable than a bar; and we must admire their good judgment, because in a library they are hardly likely to meet anyone they know!

Let's turn now to the next major type: EMERGENCY ERNESTS. This type needs help and has no other place to turn. They may not really be in extremis, and they may not have employed every information source open to them; but once one of them appears within your hallowed halls, you should remember that he HAS discovered the library; he HAS realized that you offer succor to a man that needs knowledge, and he HAS come to you voluntarily. So treat him kindly. Feed and water him, smooth his feathers. Even, for goodness' sake, do some of his work for him (although be a bit careful in this respect, because he may grow to maturity and expect all of his research to be performed by your staff as a matter of course). Librarians should realize that they can easily attain a special place in the hearts and minds of this type, for (excuse me, Winstons) like a nurse, librarians have a psychological advantage with their customers. You can

put his mind at ease, you can calm his fears, you can ease the pain of worry, and you can generally chase away the fears of the unknown for him.

Helping the EMERGENCY ERNESTS will also give your staff a feeling of satisfaction. Their day will have been put to good use, and they will have had a chance to exercise the hard-won skills which they have acquired over years of preparation and education.

And finally--SERIOUS SAMS. These types may have either a serious pursuit of knowledge in mind, or may simply be reaching the stage where they discover a new resource and want to avail themselves of it. They are probably your best bet for the establishment of long-range, worthwhile communication with people who will one day command, and they ordinarily will respond to genuine efforts on your part to make available your services and resources. Be businesslike with this type. On the other hand, they are sympathetic listeners for your problems, and they frequently have the depth and wisdom to see your value; but they are the type who are apt to launch time and motion studies or manpower surveys to see if you are overstaffed, and they almost certainly will question the need for more than one newspaper in your periodical subscriptions. On balance, however, they are one of the most promising bets you have to establish meaningful communication.

Now, you will notice one thing in common with all of the types I have described; it is so obvious, I trust, as to make repetition redundant, but at the risk of abusing your attention, let me point it out. It is important that you try to establish communication with every single one of these types. None of them--Bumbling Billies, Wishful Walters, or Sexy Sams--should be ignored or turned away. As a librarian, as the keeper of knowledge, and as one of the least understood and most important resources of a military organization, you have a moral and professional obligation to try and educate every possible officer and man with whom you come in contact. So, pass up no opportunity; pass up no opportunity.

Now, to the long-promised specifics, to a few suggestions which might have merit, and, happily from your point of view, I'm sure, to the closing moments of this monologue.

Assuming that you all share my opinion that in order to better serve your command, you must find a method by which the library can participate in the mainstream of organizational decisions, let's take a look at just how this might be attained.

The first thing that comes to mind--at least to my mind--is the first thing that comes to the mind of many men--sex. Inculcated as we all are by the constant reiteration of sex in advertising, I turn hesitantly but willingly to the resource of pulchritude. Thanks to Madison Avenue, most American men expect to find at least a modicum of sex in everything from elevators to elastics. Therefore, the basic idea may have some merit: consider sex for a selling point. When first considering material for this talk tonight, memory reminded me that some years past one of the Playmates of Playboy Magazine (the five-tone color gatefold of nudity which graces each issue of this criterion of Mod culture every month) had been a librarian. Don't ask me why I remembered--I just did. So I wrote the magazine advising them of my mission here tonight and asking for their help in procuring a copy of the magazine in question--or of reproducing a color slide of this well-endowed young lady. My reasoning was that if I forgot my speech we could turn the slide on and gaze at it in silence for a few minutes. Well, Playboy answered. A Miss Janet Pilgrim, who for the benefit of the uninitiated, is a Playmate herself, advised that "our librarian was a Miss So and So and that she appeared in November 1959." Unfortunately, no copies of the magazine were available, and a slide could not be made. She thanked me for thinking of Playboy. So, other than a slight vicarious thrill by being addressed as DEAR Mr. Quinn by a real, live Playmate, my effort to liven our meeting failed--but I still feel that my suggestion has merit.

Use sex appeal in your library. Only you can be the judge of how, to what degree, and in what quantity, for, as I mentioned before, each staff is unique and every situation has its own peculiarities.

Your choice can range from a careful emplacement of the better endowed members of your staff in areas where customer traffic is high to a simple memo to your staff to "Smile, dammit, smile!" As the Library Journal says in recommending a Miss Librarian of the World contest, "choose sin and shine it--there is nothing like a dame!"

Next: BE AVAILABLE. Many librarians are like the housewife with small children who was given a gift playpen to help her with the children. When asked how the pen was working, she replied, "Beautifully! I sit in it all day and they can't get near me!" The point to each of you is too obvious to need much emphasis. Be constantly available. Distance discourages. You might even consider relocating your desk from an inner sanctum (if that is where you are currently located) to the open floor of your circulation or reference areas.

BE WELL KNOWN. Another suggestion is to be a gadfly. Make yourself so obvious and so noticeable that people can't help but remember you when a new staff memorandum is being incorporated. Send notes, visit, originate ideas, send letters, and in general be the personality kid of the staff. This approach is not always recommended, for it is hard on your nerves, hard on your creative ideas, hard on your administrative staff, and, in general, a personally demanding schedule, and we have all known commanders whose reaction to such a campaign would be to replace the chief librarian. But in some instances it may have value. Use, perhaps, just a bit of it. One thing is certain: Do Not Hibernate. Find some business that keeps you in the public eye. By YOU in this context I mean the chief librarian--the head. Make other senior staff members aware that you are alive and kicking, make them realize that you have something to offer, insure that they remember you when organizational decisions are being made, that you are willing to help them when they are in a tight spot (anonymously, if need be); but advertise your facility and your function.

A third suggestion I have is for you to have contests in which as many people as possible will participate. At first blush I may sound facetious with this suggestion--the overstrained budget of most librarians would forbid any prizes other than a trip around the base for two, or a year's subscription to the Library Journal--but in principle, I am very sincere. At the Armed Forces Staff College our library used to have an art show featuring the works of base artists. It was very popular and worthwhile. You might consider a display of material from school children. What better way to the heart of a chief of staff than through his children?

What has really been said in these suggestions so far is that you must work hard to remind people of your capabilities and services. Like the clergyman on the airplane in a terrible storm who answered the request of the lady next to him for assistance in getting them out of the fix they were in: "Lady, believe me, I'd like to arrange for divine intervention, but I'm in sales, not management!"

You librarians are in sales!

And my final suggestion is one which, if you can arrange, is worth more than all of the others combined.

Arrange for coordination authority on the staff of your command for your library. You don't have to have--don't really NEED for that matter--approval authority. In fact, if you attempt to become an action coordinator you will probably encounter resistance. But if you can arrange to have staff plans and other actions come by your desk in adequate time for you

to look them over and apply the two-way test of "How do they affect me, and how can I affect them?" then you will have done good not only for yourselves but for your organization.

How you go about making such arrangements is an individual problem for each of you. The only thing an advisor such as myself can do is to pontificate.

And with that admission of inadequacy, I will leave you tonight. Your course is not easy; your rewards will be largely in personal satisfaction. As Herman Melville said in his advice to the Sub-Sub Librarian:

"For by how much the
more pains ye take to
please the world, by so
much the more shall
ye go forever thankless."

MOBY DICK.

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DEEPLY FOR ARMY USE.

UNCLASSIFIED
Security Classification